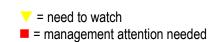
1. Investment Performance - AIM - Réal Desrochers

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Rebalance and restructure portfolio	Jun 2012	Otatus	Completed two secondary transactions	opcoming benverables
Evaluate formal co-investment strategy	Jun 2012	•		Reviewing formal co-investment strategy
Fully integrate IESG questions into the diligence process	Jun 2012	√	Completed Q1, 2011-12	
Encourage all managers to adopt ILPA-sponsored Standardized Reporting	Jun 2012	•	For all new commitments, Staff will encourage GPs to review and adhere to the ILPA-sponsored Standardized Reporting	Continue to work with current partners/managers to adopt the ILPA- sponsored Standardized Reporting
Strengthen risk management and attribution analysis capability	Jun 2012		 Presented portfolio roadmap with strategy targets and ranges to the IC Partnered with Risk Management Team to help implement improved proxy of the AIM portfolio in BarraOne 	



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1. Investment Performance – AIPD – Geraldine Jimenez

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Fund review of SIP Investment line-up and SIP strategy	Sep 2011	•	Partnering with Wilshire on review of SIP Investment line-up	SIP investment strategy and fund line- up
Implement my CalPERS for Supplemental Income Plans (SIP) and transition SIP program management to new CalPERS organization structure	Dec 2011	•	Training and procedures for implementation of my CalPERS on target	
NEW OBJECTIVE: Transition to new asset allocation for the Affiliate Funds	Mar 2012	•	 Approved new affiliate fund asset allocations Affiliate Investment Fund Policies – LRS, JRS II, CERBT, and Long-Term Care – approved in August Hired project manager to develop project plan for Phase 1 and Phase 2 of the project 	Begin implementation of play by building out composites and timelines for Phase 1
NEW OBJECTIVE: Transition certain Affiliate Fund assets to external management	Mar 2012		Presented plan to Executive Staff in August 2011 and to the IC in September 2011	Drafting an RFP for issuance in Fall

1. Investment Performance – ARS (formerly RMARS) – Craig Dandurand

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Change reporting relationship of ARS from Global Equity to CIO	Dec 2011	•	Re-organized unit and reporting structure	Physical relocation of unit Continue infrastructure development – e.g., revise delegations, program policy, and allocation framework
Develop plan for ARS / opportunistic investments	Dec 2011	•	Presented an information item regarding the ARS Program to the IC in August	Refine and improve relationship quality with external managers and other service providers

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1. Investment Performance – Diversity – Tim Legesse

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Collect and include investment performance data in the annual diversity report	Dec 2011		Gathered preliminary PERF data for FY 2010-11	Share the data with program staff for their review and assist in reconciliation with CAFR Create presentation tables for review by Investment Office executive leadership team Recommend data integration to enterprise wide project team for the Annual Diversity Report
Provide information and recommendations to the Investment Strategy Group on strategic priorities for diversity and emerging manager outreach initiatives	Jun 2012		 Researched and briefed executive leadership team about policy and statutes related to Disable Veteran Business Enterprises (DVBE) Participated in internal equity brokerage operations DVBE utilization discussions Identified outreach needs tied to Diversity & Inclusion initiatives to support portfolio management program areas (equity brokerage firms, 3D website launch, new emerging manager programs), and demographic cohorts (DVBE community) Analyzed event agendas for three upcoming industry non-profit partner conferences (AAAIM, NAA, and NAIC) Began mapping out budget categories related to supporting D&I outreach 	Convening meetings with Legal, Operations Support Services Division the Investment Office representatives to learn more about DVBE policy and statutes related to the Investment Office contracting processes Present recommendations at upcoming CIO Huddle for staff attendance at the three upcoming diversity non-profit industry partners' annual conferences Convene meetings with Real Estate Unit and AIM Program emerging manager program staff to educate them on value proposition and how to use our enterprise web-based communication services unit to host webinar/webcast to promote related new initiatives Continue development of a D&I budget

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Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Complete an evaluation of current diversity and emerging manager program information available on the CalPERS external website	Jun 2012	×	Not Started	
Propose a total fund strategic approach for emerging manager investment programs and initiatives to the Investment Strategy Group	Jun 2012		Scheduled an informal lunch meeting between portfolio managers and investment officers across asset classes assigned with oversight responsibility for emerging manager programs to exchange ideas for design and development features	

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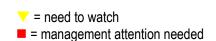
1. Investment Performance – Fixed Income – Curtis Ishii

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Begin funding and managing the \$7 billion US Treasury portfolio in the Liquidity Portfolio	Sep 2011	✓	Completed Q1, 2011-12	
Implement the \$2 billion asset allocation increase to the ILAC program	Sep 2011	√	Completed Q1, 2011-12	
Partially in-source Short-Term Investment Fund (STIF)	Dec 2011	•	Executed a Master Repurchase Agreement (MRA) and Custodial Undertaking (CU) with counterparty. This will be a good starting point in future counterparty MRA and CU negotiations. A couple of counterparties are in the negotiation phase Set-up systems and processes to execute tri-party repo trades	Start executing Tri-party Repo trades Target to execute MRAs and CUs with 2 or more Rep counterparties Should start moving STIF to internal management (subject to market conditions)
Evaluate a plan for internal management of international assets	Dec 2011	•	, ,	Present plan/recommendations to ISG
Continue to explore opportunities and deployment of funds to portable alpha strategies	Dec 2011	×	Not Started – resources allocated to other objectives	
Develop hardcopy guidelines for all fixed income portfolios that are consistent with existing policies	Dec 2011	•	Drafted 95% of the portfolio guidelines and currently reviewing	
Continue working with the industry to create dialogue with the SEC to make changes in bondholders rights	Jun 2012		Prepared comments for SEC's September meeting	

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1. Investment Performance – Global Equity – Eric Baggesen

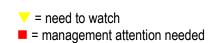
Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Incorporate CalPERS "values" into the skill search and validation process	Sep 2011	V	 "Created Values" questionnaire Initiated functionalization Identified vendor 	Assign staff to own "Values" process Seek approval on "Values" questionnaire Gather data from current and potential external investment managers
Functionalize Global Equity organization	Dec 2011	V	Communicated functionalization plan Separated ARS from Global Equity Assigned PM and IO staff to specific functional areas	Map current task to target operating model ID gaps between internal and external monitoring Assign tasks to functional area New leadership (HR)
Lead the Investment Office-wide IESG total fund implementation	Dec 2011		Formed IESG cross-asset team Peer review and benchmarking report Identified best practices and challenges of ESG integration Hosted Global Peer Group Exchange Completed CalPERS Policy Inventory Asset Class Modules SIO recommendations and ISG review	Board Workshop Finalize recommendations Develop implementation plan Investment Committee action item to propose implementation plan Develop Sustainable Investing Policy for the Total Fund CalPERS Sustainable Investment Report for 2012

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Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Consolidate emerging manager programs into fund structure and migrate Manager Development Program (MDP) managers to fund-of-funds (FoF) pool upon completion of alternate solicitation contracting process	Dec 2011	V	Implemented capital allocation process Cleaned data input process	 Clarify role of emerging managers, MDP, FoF Define strategies and constraints to assign Align investment mandates with capital allocation Board information item Set up developmental pool
Fully implement Global Equity capital allocation model	Mar 2012	•	 Created Global Equity Capital Allocation Committee (GECAC) Improved data input process Deployed major version updates to capture additional attributes 	Develop reporting package to support communication Integrate Strategy Search Test and release Forecasting Module
Implement Public Markets Portfolio Management (PM²)	Mar 2012	•	Selected vendor will not meet required standards Current definition of project is under analysis Impacts all other projects in yellow	Redefine path forward
Continue contributions to market reform through broad engagement on regulatory activities per the detailed Corporate Governance plan	Jun 2012	•	 Identified priorities Engaged with Securities and Exchange Commission (SEC), Commodities Futures Trading Commission (CFTC) Aligned with other public pension plans on derivative regulations Proposed alternative mechanism to achieve directions 	Critical Juncture Engage Delta Strategies to lobby our position with the CFTC
Implement the Global Equity risk budget into the capital allocation process	Jun 2012		Identified risk structures Guidance from ISG on level of risk	Build into capital allocation decision- making process Integrate with Barra 1

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1. Investment Performance – Infrastructure & Forestland – Theodore Eliopoulos & Randall Mullan

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Modify Infrastructure Program Policy and Delegations to align with Infrastructure Strategic Plan	Dec 2011		Presented Infrastructure Program Policy and Delegations at August IC	3
Establish FY 2011-12 Functional Roles & Work Plans for the new functional units (Transactions; Asset Management; and Operations (Portfolio, Analytics, Research, and Operations (PARO))	Dec 2011	•	Assessed organization structure Completed a unit re-organization	Completion of functional roles and work plans for the new functional units
Execute first year of investment under, and in accordance with, the three-year Infrastructure Strategic Plan	Jun 2012	•	Started to review and negotiate opportunities	Completion of new investments
Execute a strategy for debt reduction within the Forestland portfolio	Jun 2012	•	Debt reduction postponed due to market conditions; agreed with partners on interim strategy	Execute interim strategy
Engage in IESG review for the Infrastructure and Forestland Programs	Jun 2012	•	Presented plan at the IESG workshop in August	Determine suitable and appropriate reporting standards Established alignment of interest principles
Complete Quarterly Performance Reviews for the Programs	Jun 2012	•	Produced quarterly report	Will report next quarter Integrate reporting style with PARO
Integrate the Infrastructure & Forestland Group within PARO Unit to achieve a common platform addressing compliance, portfolio analytics and operational requirements	Jun 2012	•	Completed resource plan Transfer and transitioning personnel and functions in progress	Production of jointly-prepared quarterly performance and compliance reports
Undertake an 'industry best practice' assessment to identify required analytical and informational tools and systems	Jun 2012	•	Reviewed consultant's draft report	Finalize consultant's report Determine needed follow-up actions
Refine and undertake early implementation of the Unit's new Procedures Manual	Jun 2012	•	Approved manual	Implement manual – ongoing Schedule section review sessions Record suggested changes and enhancements

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1. Investment Performance – Real Estate – Theodore Eliopoulos

Total	Planned Completion	Otatas	A	Harandan Ballanahlar
Tactics Reorganize REU along functional lines: New Investments, Portfolio Management & PARO	Date Sep 2011	Status	Accomplishments Re-organized Real Estate as described	Upcoming Deliverables
Work across the Investment Office to develop total risk parameters consistent with BarraOne implementation	Dec 2011	•	Worked with Barra to develop initial risk proxies for the current real estate portfolio	
Revise AREIS to reflect Strategic Plan	Dec 2011	•	Worked with Performance Monitoring Unit to develop a project plan to modify AREIS by year-end	
Develop initial compliance process for procedures manual	Dec 2011	•	In progress	
Refine Real Estate Critical Path Reports to include variance and trend analysis	Jun 2012	•	Prepared initial trend analysis and delivered for June 30, 2011 data	
Implement 2011 Strategic Plans	Jun 2012	•	Adopted policy, delegated authority and benchmarks consistent with the 2011 Strategic Plan	
Deploy \$2B - \$4B through new commitments and deleveraging consistent with 2011 Strategic Plan	Jun 2012	•	Committed \$2 billion of new funding consistent with the 2011 Strategic Plan	
Implement Strategic Core/Base Program	Jun 2012	•	Started term sheet negotiations	
Implement Monitoring Program	Jun 2012		In progress	

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	Planned Completion			
Tactics	Date	Status	Accomplishments	Upcoming Deliverables
Implement Domestic and International Tactical Programs	Jun 2012	•	In progress	
Evaluate and propose new environmental sustainability initiatives	Jun 2012	•	IESG Board Workshop in August	
Initiate the development of plan (s) for Urban, emerging manager and California investment programs within our domestic tactical program	Jun 2012	•	Agenda item to IC presented	
Evaluate Responsible Contractor Program (RCP) Policy	Jun 2012	•	Neutrality Trial Program is being presented to the IC in August	Annual RCP review scheduled for October
Complete Sector Plans	Jun 2012	•	In progress	

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2. Capital Allocation - Farouki Majeed

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Obtain Investment Committee approval for new asset allocations for the Long-Term Care (LTC) fund and for three new California Employers' Retiree Benefit Trust (CERBT) funds	Sep 2011	√	 Presented new strategic asset allocation for the LTC fund in May 2011 Presented new strategic asset allocation for the CERBT funds in March 2011 	Implement new fund allocations for LTC and CERBT
Obtain Investment Committee approval for new asset allocations for the Judges' Retirement System (JRS) fund and the Legislatures' Retirement System (LRS) fund	Sep 2011	√	Presented new strategic asset allocations for JRS II and LRS in April 2011	Implement new fund allocations for the JRS II and LRS
Define and present investment beliefs to the Board	Dec 2011	✓	 Defined core beliefs at ISG Presented beliefs to Board in July Completed, Q1, 2011-12 	
Complete factor-based investment research project; develop implementation plan based on research results	Mar 2012	•	Developed and presented methodology at ISG	Economic market regime model developed by former AA Portfolio Manager; research constraints expected until position is filled
Standardize allocation models for the private asset classes annually	Jun 2012	√	 Discussed recent findings on the relation between annual capital commitment and allocations Worked with Staff to extend the analysis from normative to positive by including valuations and capital market conditions Presented findings to ISG Completed, Q1 2011-12 	Framework/model developed; Apply framework to AIM/RE
Develop process to select 2-multi-asset class (MAC) partners to manage multi-asset portfolios	Jun 2012		Developed Alternate Solicitation Process with Contracts Unit	Bid letter under development for legal review. Open solicitation targeted for early September 2011

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3. Risk Management – Janine Guillot & Farouki Majeed

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
INVESTMENT RISK				
Implement new risk based asset allocation framework reports for ISG and the Board	Sep 2011	√	 Amended policies and reviewed benchmarks for new asset allocation framework Presented risk based asset allocation tool for analyzing asset allocation tracking error at program level to ISG 	
Define and implement processes for using information from the new risk system to enhance decision making at the fund level	Mar 2012	•	Presented monthly tracking error package to ISG for total plan, asset allocation, Global Equity and Global Fixed Income	Present final product using new risk system data to the ISG in November 2011
Implement new investment risk management system (BarraOne)	Jun 2012	•	 Completed analysis and design phase including modeling of private asset classes Completed System Build 	Complete User Testing Launch BarraOne
Implement new Risk Budgeting framework at the total fund and asset class levels	Jun 2012	•	Presented tracking error framework for Total Fund, asset allocation, Global Equity and Global Fixed Income to ISG Presented proposed tracking error limits for private asset classes	Plan and conduct Board Risk Workshop for Fall 2011
Investment Risk – Conduct quarterly risk review with each asset class/program	Jun 2012	•	Discussed the custom risk reports with each Asset Class	

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Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
OPERATING RISK				
Make significant progress in mitigating top 5 risks in the Investment Office Risk Heat Map: Data Integrity, Portfolio Data & Analytics, Control Environment, External Manager/Partner Selection, Governance/Stakeholder Support	Jun 2012	•	See Target Operating Model Update, agenda item 9b	
Develop and implement operating risk management framework	Jun 2012	•	Defined operating events and developed process for the tracking and error escalation	Operating Event Escalation process to launch on September 15, 2011
Develop template for evaluating operating risk for new investment ideas/strategies and integrate into ISG approval process	Jun 2012	✓	Finalized template and Operating Committee is utilizing to review operating implications of new strategies	

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4. Organization Systems and Controls – Janine Guillot

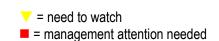
Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
DATA, TECHNOLOGY, & PROCESS				
Develop comprehensive Investment Office Travel Policy and Procedures	Sep 2011	•	 Developed Investment Office Travel Policy and approved procedures Conducted travel policy staff training Implemented interim travel policy compliance review process Implemented pre-trip compliance review 	Finalize travel forms Hire Investment Compliance Staff
Implement three key process/technology solutions	Dec 2011		Completed Master Custodian Contract and completed transition to Master Custodian's new enhanced service model Defined and implemented T+1 daily hard close process Risk Management System – on track to go live in Q4; decision made to implement with Real Estate module Public Markets Portfolio Management and Global Equity Investment Book of Record (IBOR) project is under analysis Implemented CERBT Recordkeeping by decommissioning CERBT worksheet and turning on an integrated, managed service	Complete analysis of Equity Order Management System for Portfolio Construction and Global Equity Investment Book of Record (IBOR) Identify solution for Global Equity IBOR Complete testing and go live with new Risk Management System (BarraOne) Integrate service level agreements into Master Custodian Contract Implement custodian governance model

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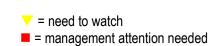
Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Implement recommendations from contract "workout"	Jun 2012	•	Presented recommendations to Finance Committee Improved certain contract processes to streamline workflows Completed Delegation of Authority training for senior managers	
Transition to an Investment Office Operating Model aligned with asset management industry and CalPERS best practices	Jun 2012	•	See Target Operating Model Update, agenda item 9b	See Target Operating Model Update, agenda item 9b
Optimize fund structures and legal entities and reevaluate expense sharing methodologies across funds	Jun 2012	•	Developed and presented recommendations to CalPERS Executive Staff in August 2011	Define implementation plan for group trusts Transition certain Affiliate Fund assets to external management

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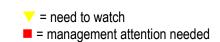
Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
ORGANIZATION STRUCTURE & CAPABILITIES				
Develop robust "middle-office" functions	Jun 2012	•	Formed CalPERS wide project to decommission the daily cash forecasting worksheet and turn on an integrated cash management platform	 Research as is process for daily cash forecasting and identify gaps Issue valuation management services RFP for Real Assets Appraisal Program Recruit Performance Analytics manager to build staff capabilities
Implement comprehensive service provider management model	Jun 2012	•	Started process for four key service providers – State Street Bank, AREIS, BlackRock, and Charles River	Build service process with the four key service providers then use process as template, going forward
Establish fund-wide data management group, with initial focus on ensuring data integrity for the public asset classes	Jun 2012	•	 Designed Operating Event Reporting process, which will help identify data errors Completed CIO Report by delivering a first-cut, enhanced CIO monthly performance report Completed Consolidation of Investment Office Board Reporting by reducing the monthly supplemental reporting document by over 80% Transitioned Data Integrity Group (DIG) from Fixed Income to OPTD 	Initiate three new rapid results projects

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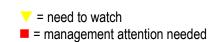


Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
ACCOUNTABILITY & GOVERNANCE				
Redefine roles of Board consultants to ensure consistency, clarity and appropriate segregation of roles	Dec 2011	•	Approved Role of Private Asset Class Board Investment Consultants Policy in August 2011	Research role of the General Pension Consultant to present information item in Q2, 2011-12
Establish Investment Office Compliance function and develop investment compliance monitoring program based on industry best practices	Jun 2012	V	Began recruitment for Investment Compliance positions Head of Investment Compliance and Operating Risk has been hired and will start on September 30, 2011	
Strengthen investment policy compliance monitoring	Jun 2012	•	Began recruitment for Investment Policy Compliance position Head of Investment Compliance and Operating Risk has been hired and will start on September 30, 2011	
Begin to articulate investment valuation, pricing and data governance	Jun 2012	_	Approved and began recruitment of positions	Issue valuation management services RFP for Real Assets Appraisal Program

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5. Cost Effectiveness – Janine Guillot

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Identify a relevant peer group and process by which to benchmark Investment Office total expenditures; work with CEM to refine benchmark data collection and to make it actionable	Sep 2011		Worked with CEM to identify a relevant, global peer group for the Global Leaders Survey – will assess once detailed report is provided. The Global Leaders survey provides a collaborative forum for leading funds to learn from each other and gain perspective on shared management challenges Note – CEM will not change our peer group for the annual CEM Benchmarking – Cost Effectiveness Analysis	Validate data
Establish and agree upon cost allocation methodology approach for financial reporting	Dec 2011		Completed Phase I of expense management project with KPMG; identified significant issues that will take more time and resources to resolved than initially expected Have not received approval to recruit Investment Officer position for financial management	Launch financial reporting and process reengineering projects
Design enhanced financial reporting materials at the asset class and total fund level	Mar 2012		Designed draft financial reporting materials and quarterly report format Completed Phase I of expense management project with KPMG; identified significant issues that will take more time and resources to resolved than initially expected Have not received approval to recruit Investment Officer position for financial management	Launch financial reporting and process reengineering projects

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Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
Achieve a 2011 – 12 reduction goal	Jun 2012	•		Reduce the cost of data feed subscriptions by \$1 million annualized Refine goal after further discussions on external manager fees
Evaluate and select tool for financial reporting to manage and track Investment Office expenses	Jun 2012		Completed Phase I of expense management project with KPMG; identified significant issues that will take more time and resources to resolved than initially expected Have not received approval to recruit Investment Officer position for financial management	Launch financial reporting and process reengineering projects
Educate stakeholders regarding expenses on a total fund basis; Provide integrated financial reporting to the Board across investment and administrative expenses	Jun 2012	•		Planning to provide an expense overview to the Investment Committee in March 2012
Develop and present Fund Structure white paper to Executive Office and resolve long term care issues	Jun 2012		Presented fund structure to Executive Staff in August 2011 and to the IC in September 2011	

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6. Talent Management - Joe Dear

Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
WORKFORCE ASSESSMENT				
Align and calibrate on common standards for performance evaluations, promotions, compensation, and other HR processes	Sep 2011		 Completed year end performance evaluations and compensation calibration Aligned and calibrated standards/methodologies for promotions 	
Develop tools and strategies for evaluating and developing workforce skills, competencies, and core values	Jun 2012	•	Developed workforce assessment tool to evaluate competencies, skills, and core values and began to utilize tool	
RECRUITMENT				
Clarify and articulate our unique, differing value proposition based on our new environment	Jun 2012	•	Began to define our value proposition	
Develop enhanced recruitment materials based upon desired skills, core values, and competencies – and our value proposition	Jun 2012	•	Enhanced recruitment materials and recruitment process via social networking sites – e.g., Facebook, LinkedIn, Twitter	
Develop better tools, data, and processes to support more effective recruitment	Jun 2012		Not started; given the volume of open positions, an aggressive outreach strategy is needed	

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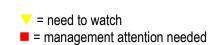
Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
RETENTION				
Deliberately celebrate five Investment Office wins	Sep 2011		Developed process to recognize 5 wins	
Build processes for stronger communication and leadership of the Investment Office's transformation process	Mar 2012		Regularly communicate to the Investment Office Senior Management via Operating Committee Focused on culture with an increase of recognition, communication, and events — e.g., ACE Award Coffees, Investment Office Forums, Speaker Series, and held an Investment Office Picnic	
Develop strong, intentional retention strategies, focused on our unique value proposition	Jun 2012	*	Not Started	
Develop strategies to help employees cope with Investment Office pressures and build a culture that actively promotes mutual respect	Jun 2012	×	Not Started	

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Tactics	Planned Completion Date	Status	Accomplishments	Upcoming Deliverables
SKILLS & DEVELOPMENT				
Identify opportunities for staff development in line with our unique employee value proposition	Jun 2012	×	Not Started	
Help as many employees as possible move to higher results accomplishment and core values necessary for the overall Investment Office transformation process; significantly improve our workforce assessment score; develop a playbook and set of pragmatic strategies for leadership to facilitate this	Jun 2012	×	Not Started	
Provide meaningful new employee and leadership education and information	Jun 2012	•	 Developed Travel Policies and Procedures to provide guidance on travel Completed Travel Training for Investment Office, All Staff Developed mandatory leadership education class and completed the first round of training 	 Second session of training for leadership education to be launched in Q2, 2011-12 Investment Office Onboarding course to be developed in Q2, 2011-12
Conduct 360 evaluations for senior leadership	Jun 2012	×	Not Started	
INCENTIVE COMPENSATION				
Reevaluate incentive compensation % targets to ensure consistency across similar roles	Sep 2011	✓	Re-evaluated incentive compensation % targets and adjusted benchmarks as needed	
Develop the appropriate job families and compensation structure to align competencies and reward valued skills and core values	Jun 2012	•	Hired consultant to conduct classification study Identified consultant and scope for salary survey	

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